

analysis and how the results will be used, thus enhancing likely acceptance of the process by the interviewees. It can be structured in format to ensure standardization of collected information.

As with any job analysis method, the interview is not without potential limitations. It is time-consuming and costly, and this may cause the organization to skimp on it in ways that jeopardize the reliability and content validity of the information gathered. The interview, not providing anonymity, may lead to suspicion and distrust on the part of interviewees. The quality of the information obtained, as well as interviewee acceptance, depends on the skill of the interviewer. The interviewers should thus be carefully selected and trained. Finally, the success of the interview also depends on the skills and abilities of the interviewee, such as the person's verbal communication skills and the ability to recall tasks performed.

Task Questionnaire. A typical task questionnaire contains a lengthy list of task statements that cut across many different job titles and is administered to incumbents (all or samples of them) in these job titles. For each task statement, the respondent is asked to indicate (1) whether the task applies to the respondent's job (respondents should always be given a DNA [does not apply] option) and (2) task importance (e.g., a 1-5 scale rating difficulty or time spent).

A questionnaire-based job analysis tool known as the PAQ is perhaps the single most popular specific job analysis method. The PAQ consists of 300 items and is completed by job incumbents. The items are sorted into six major divisions: (1) information input (e.g., use of written materials), (2) mental processes (e.g., use of reasoning and problem solving), (3) work output (e.g., use of keyboard devices), (4) interpersonal activities (e.g., serving/catering), (5) work situation and job context (e.g., working in low temperatures), and (6) miscellaneous aspects (e.g., irregular hours). After the employees evaluate how well each of the 300 items applies to their jobs, the completed questionnaires are scored by computer and a report is generated that provides scores for the divisions (and more finely grained subdivisions).²⁰

The advantages of task questionnaires are numerous. They are standardized in content and format, thus yielding a standardized method of information gathering. They can obtain considerable information from large numbers of people, as well as being economical to administer and score, and the availability of scores creates the opportunity for subsequent statistical analysis. Additionally, task questionnaires are (and should be) completed anonymously, thus enhancing respondent participation, honesty, and acceptance.

The development of task questionnaires like the PAQ has also facilitated the development of linkages between task dimensions and required KSAOs. Some of these developments have involved a technique called synthetic validation, which helps determine the most appropriate types of selection tools for a job.²¹ As the databases linking task dimensions to KSAOs have increased in size and scope over time, it has become increasingly possible to know which selection predictors are